

SPECFINISH

The magazine of FIS representing finishes and interiors



Bespoke wall panels transform interior

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Technology: Regain control of costs

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Skills: Spotlight on role models

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Site report: Erith Baths development

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FIS

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Grade II listed Hackney Town Hall where customised wall panels mimic original walls while concealing ducting and providing acoustic benefits.

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SpecFinish is distributed to members of FIS and other selected finishes and interiors businesses. If you wish to receive a copy of *SpecFinish* or would like to amend or cancel your subscription, please contact either info@thefis.org or telephone 0121 707 0077.

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ISSN: 2055-2025 (Print)

SpecFinish magazine published on behalf of FIS by Campbell Marsh and the views expressed in this journal are not necessarily those held by FIS or the publishers. The publishers shall not be under any liability in respect of the contents of the contributed articles. The Editor reserves the right to edit, abridge or alter articles for publication.

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SpecFinish 2018



Construction rebounds during July heatwave

UK construction companies achieved a stronger expansion of business activity levels during July, underpinned by the fastest increase in residential work for just over two-and-a-half years with survey respondents additionally commenting on improving demand conditions, higher volumes of new project starts and, in some cases, a degree of catch-up from the bad weather earlier in the year.

The July IHS Markit/CIPS UK Construction Purchasing Managers' Index (PMI) also indicated that new business growth gained momentum, which contributed to the largest rise in employment numbers since December 2015. Supply chain pressures continued in July, contributing to another sharp lengthening of delivery times for construction products and materials. However, input cost inflation moderated from the nine-month high seen in June.

Tim Moore, associate director at IHS Markit and author of the PMI, said: "July data reveals an impressive turnaround in the performance of the UK construction sector, with output growth the strongest for just over one year.

"While the recent rebound in construction work has been flattered by its recovery from a low base earlier in 2018, there are also signs that underlying demand conditions have picked up this summer. New business volumes expanded at the strongest rate since May 2017, while workforce numbers increased to the greatest extent for just over two-and-a-half years.

"House building was the bright spot for construction growth in July, alongside a stronger upturn in commercial development projects."

FIND OUT MORE

www.specfinish.co.uk

Get building for #iBuiltThis2018 FIS



FIS has opened its #iBuiltThis2018 competition, which encourages entrants to submit photos of projects they have built related to the built environment. The competition, which received strong industry support for its launch last year, is image led and runs for three weeks from 3 to 23 September 2018. Winners will be announced at UK Construction Week on 9 October.

Entrants need to share a selfie of themselves on social media with the image of the completed project they have built, or helped to build, and enter on the competition platform on www.thefis.org/skills-hub/i-built-this-2018. There are some fabulous prizes lined up for the winners: 13 and under age category (a family package to Legoland); 14-18 age category (an iPhone X); and 19 and over age category (a getaway for two adults in one of Canopy & Stars' exclusive properties in the UK).

FIND OUT MORE

www.thefis.org/skills-hub/i-built-this-2018

Government consults on proposed fire safety guidance

The government is seeking views on its proposed revisions to Building Regulations fire safety guidance (Approved Document B). This guidance was issued following recommendations made by Dame Judith Hackitt in her Independent Review of Building Regulations and Fire Safety, published in May this year following the tragic fire at Grenfell Tower.

Secretary of State for Communities, James Brokenshire MP, announced the consultation in July, stating that, in addition, he will commence a full-scale review of the fire safety guidelines in the autumn. The technical review will assess whether the underlying policy should be updated to reflect modern building practice, the latest understanding of fire risks, and technical and scientific innovations.

James Brokenshire MP said: "There is nothing more important than ensuring people are safe in their own homes. That is why I am announcing a package of measures focused on improving building safety, having listened carefully to the concerns which have been raised."

Joe Cilia, FIS technical director, said: "This represents a real opportunity for the sector's voice to be heard and help shape the regulatory process that is there to provide fire safety."

The consultation closes on 11 October 2018.

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www.specfinish.co.uk



Brian Hendry Interiors won Gold in the Suspended Ceilings category at the 2018 FIS Contractors Awards for its project at Hawkhead Care Home, Renfrew.

FIS Contractors Awards 2019 – now open for entries

Entries are now being sought for the 2019 FIS Contractors Awards.

The Awards, which promote and encourage high levels of craftsmanship in the finishes and interiors sector, are open to any FIS contractor member with contractual responsibility for a project completed between 1 November 2017 and 31 October 2018.

Award entries must be received by 31 October 2018.

FIND OUT MORE www.thefis.org/membership-hub/fis-awards

Shut the door on fire and smoke

Fire Door Safety Week (FDSW), from 24 to 30 September, will see fire door safety campaigners working to ensure landlords and building owners stop risking the lives of tenants and ensure fire doors are correctly inspected, specified, fitted and maintained.

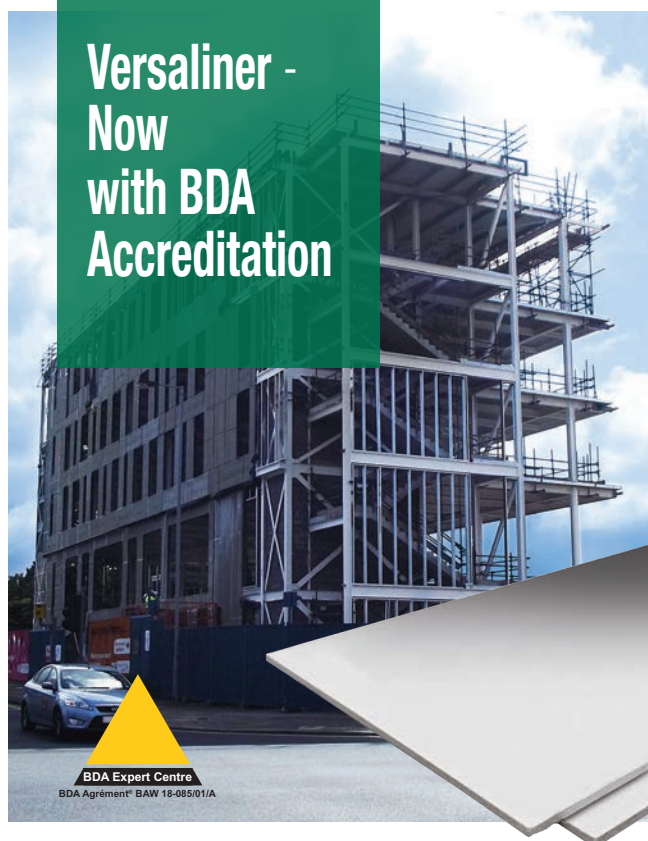
Fire doors are the first line of defence against devastating fires and, when properly built, installed and maintained, save lives and protect property. Despite this, according to FDSW, fire doors across the UK are still badly fitted, non-compliant and left propped open.

The national FDSW campaign for 2018 – Fire Door Five: Shutting the door on fire and smoke – will draw attention to the importance of properly fitted and accredited fire doors as well as raise awareness of the dangers of smoke inhalation and the role a correctly installed fire door plays in preventing the spread of both fire and smoke.

FDSW is run by the British Woodworking Federation (BWF), the BWF-Certifire Scheme and the Fire Door Inspection Scheme in partnership with the Home Office's National Fire Safety campaign.

FIND OUT MORE www.firedoorsafetyweek.co.uk

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Editor's column

A sustainable future

Access to skilled resources and getting paid feature prominently in any discussion with specialist contractors. If it's not about money, then finding and keeping hold of the best teams to do the work is the hot topic. Without either, a business may not be sustainable.

Despite all the efforts to fill the skills gap, it was really disappointing to learn in July that more than 300 Carillion apprentices could not find employers to take them on and finish their training. Another failing from the poisonous Carillion debacle.

What a sad state of affairs for an industry that is crying out for skills and claiming that Brexit will only make the matter worse. Well, sooner or later the industry will have to step forward and produce the resources it needs.

The positive moves by FIS to make finishes and interiors an attractive and rewarding career will go nowhere if the trades don't recruit apprentices and trainees and build the workforce the specialists and clients need to deliver future construction contracts. Training cannot be left to a few.

Skills Development is one of the three key strategic objectives of the Finishes and Interiors Sector. FIS has committed to funding a Skills team to demonstrate to CITB its capability to deliver the needs of the sector (see page 21). And combined with its Fit-Out Futures programme, a real statement has been made.

Shining a light on our industry's inspirational role models to encourage young people into construction as a career is at the heart of one much-needed skills campaign (see page 18). Role models can be a vital ingredient to inspire and encourage, so campaigns that achieve this should be congratulated.

Post-Grenfell, the whole industry needs to face up to the question of quality and complying with design intent. Value engineering is now seen as devalue engineering, so complying with the design specification, or its agreed variations, will become even more of a priority. In future, contractors are going to have to show evidence of compliance; how this question is to be addressed will need attention (see page 10).

Compliance, alongside skills shortages and cash, may well become the big challenge for specialists to overcome. A sustainable future will require all three.

Adrian JG Marsh
Editor

The dawn of a new era

It is an exciting time to be joining the Finishes and Interiors Sector. FIS is emerging from a time of intense change under David's stewardship with clear identity, a great team and a strong sense of community.

From the outside, I have to say the FIS team does its members justice. I have worked closely and well with David over the years, but I was really encouraged by the many comments I got from colleagues across the construction sector wishing me well in my new role and advising me that "you have inherited a cracking team there". I am already finding this out for myself and looking forward to adding my weight, building on this, and helping FIS grow into the brand and the brand to grow.

There is also growing recognition that the sector is pivotal in construction. We are the finishes and interiors sector, we are the team that turns structures into homes, hospitals, shops, learning environments, entertainment venues, etc. We are the team that brings buildings to life and restores them to former glory. This is one of the most significant parts of the construction sector, and our issues and challenges need to be understood – our contribution to building it better can be huge, but our voice needs to be heard.

My journey/love affair with the construction sector began some 23 years ago when I arrived fresh faced and full of hope at a scaffolding yard in Hanwell. Construction is an amazing industry, but the inefficiencies, adversarial culture and contractual minefield have ever been a frustration. We have been driven by value engineering, fallen into siloes and pinned into corners, mitigating individual risk rather than managing project risk. My hope is we are at a tipping point.

The words of Mark Farmer, Modernise or Die, ring in my ear, but the Grenfell tragedy is forever etched on my mind. We didn't do enough; we didn't drive home the lessons of Lakanal; we hoped for the best and experienced the worst.

As a result, trust in construction is at an all-time low and we can expect a more tightly controlled environment. The Joint Competency Authority proposed in the Hackitt Review is likely to be realised and with it there will be a clearer focus on who is responsible for what. Construction will no longer be able to chuck risk around like a hot potato, often to be picked up and managed by the smallest of companies; it will need to be owned and managed at every

stage. This means tighter specifications, more emphasis on third party accreditation and more attention to detail.

The Digital Revolution is heading our way in a tidal wave of data management. The focus will be on clarity of and access to information, controlling our workflows and recording activity. Products will be eventually digitally tagged, and test information, where applicable, will be a scan on a phone away and all activity relating to installation and maintenance recorded and monitored. It has been a long time coming, but coming it is and we need to be ready. If we do it right this tagging will start in the factory and carry us through to demolition.

Competency will be the new watchword and the CSCS card system will be central to this. We are seeing cards being withdrawn and tighter control already. This intense focus on skills and competency will continue and may indeed be compounded by migration issues linked to Brexit. We need to harness the power of the reformed CITB to support us in meeting this challenge. We also need to engage more effectively with the FE colleges ensuring that there is a focus on quality – when we invest in training, the output is work-ready people.

So, on this dawn of a new era for construction, FIS stands ready to help you to seize the day. The three Ps strategy – Product, Process, People – is fundamental to success: the right product, skilled and competent people and a robust process. FIS can help companies evolve to a new way of working, and accredit and prepare companies for accreditation. It is also a ready-made platform to collaborate, bringing to the fore challenges and opportunities and both solving them and attacking them as a community.

The work on skills is already well advanced following significant and brave investment from the Board. The organisation already brings together suppliers, installers, contractors and advisors in a community that shares some common values and recognises the need to do it better. It is these values that will ultimately ensure that the sector continues to grow and evolve as a powerhouse within construction and I am very much relishing being on this exciting journey with you too.

IAIN MCILWEE

Chief executive

Finishes and Interiors Sector

The nature of sound

Every day, we experience a symphony of sounds to make our lives richer. From soothing sounds to less-desirable noises, the auditory stimulus around us is vast and elicits a specific response in our minds. SAS International's Stuart Colam, an acoustic engineer, explores the 'what, how and why' of sound.

If air was visible then it might make it easier to explain, but sound is essentially bits of air vibrating. These air molecules vibrate and bump into each other, which, in turn, results in a local increase in air pressure. This chain reaction happens quickly. For sound to be produced, something needs to make the air molecules move. When this occurs and the molecules bump into one

another, an increase in pressure commences, as the molecules are essentially being squashed together and passing on vibrational energy, molecule to molecule.

The movement of air propagates; that's what we call sound. The increase and decrease in air pressure of the molecules bumping into each other creates a push and pull of sound waves. They reach your ear and vibrate your

eardrum. Your brain interprets this as sound.

Sound travels at different speeds depending on the medium. In steel, sound travels 17 times faster than in air, while in water it travels about four times faster.

In the built environment, sound is sometimes overlooked and should be an important consideration. When designing modern interiors there is much

more than meets the eye – we must consider the ear as well. This issue is becoming particularly important due to the proliferation of open and agile working environments. Sweeping interiors are prominent in today's commercial buildings, therefore demand is growing for ceiling designs to suit these interiors while still controlling sound travel. It's why metal ceilings have become the go-to solution that ensures these open-plan designs are not jeopardised by noise levels.

A client might well place greater emphasis on aesthetics, but a good design must deliver effective sound management and an acoustic landscape which positively impacts on the productivity and wellbeing of building occupants.

STUART COLAM

Acoustic engineer

SAS International

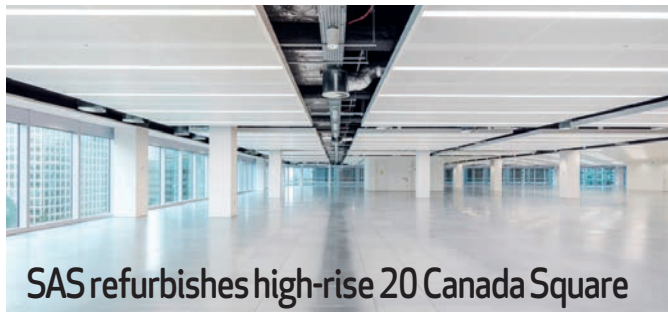
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SAS refurbishes high-rise 20 Canada Square

Ceiling systems from SAS International, including the latest SAS330i, have been installed as part of a ceiling refurbishment at Canary Wharf's 20 Canada Square.

To maintain the commercial office's sleek interior, SAS developed a unique ceiling containing fully integrated LED lighting – SAS330i offers integrated lit c-profiles to enhance light throughout the floor. Other characteristics include the floating edge trim TCA0862, which lightens the room even though the ceiling is enclosed in large floating islands.

Challenges associated with renovating this post-modern building included curved corners and two large atriums, meaning SAS had to supply a combination of double and single lighting modules to create floating ceilings of different sizes. Although this added to the process, it ensured that every profile in each SAS330i ceiling fitted perfectly and was lit without any inconvenience.

In addition, each 3m length of light was furnished with two DALI dimmable drivers to enable daylight energy saving, and PIR sensors were installed to ensure energy is saved when the space is unoccupied.

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SIG PT launches Chi-Gasket for rainscreen cladding

SIG Performance Technology (SIG PT) has launched the 'Chi-Gasket', a new component for use within rainscreen cladding applications which has been developed to support the streamlining of external wall footprints while facilitating Building Regulations compliance.



The Chi-Gasket delivers enhanced thermal performance in through-wall construction and is suitable for all buildings, including those with habitation over 18 metres from ground level. Developed for use with rainscreen support systems, as a component part, the Chi-Gasket is clipped to a range of standard helping hand bracketry. From an Approved Document Part L (England and Wales) and Section 6 (Scotland) perspective, this helps compliance as it reduces the thermal bridging, preventing the bracket from transferring heat out of the building.

Heat loss through the rainscreen bracketry is significantly reduced with Chi-Gasket. In achieving this, the thickness of external insulation can be reduced but still deliver the same overall U-value of the through-wall build-up.

www.sigpt.co.uk

Beissier provides the finish for Manchester residential development

Spray-applied plaster from Beissier has been used to finish a new apartment scheme on the edge of Manchester's Northern Quarter.

The 14-storey residential complex on Port Street in the city provides a total of 135 one-, two- and three-bedroom apartments. Beissier supplied its Bagar Airliss spray-applied plaster to CLM Projects, which has the contract for the drywall system installation throughout the residential areas.

Bagar Airliss ready mixed spray-applied plaster has a special airless formulation and on this project was applied with an average thickness of 1 to 2mm per coat. Just one product is needed for both levelling and finishing, which achieves a fine white finish that is easy to sand.

www.beissier.eu

New patented LG24 grid system from Cipriani Profilati

Ceiling grid manufacturer Cipriani Profilati has introduced its new LG24 system, which is compatible with all leading ceiling tile brands.

In addition to the usual click-on feature which indicates perfect installation of the grid, LG24 provides innovative features protected by seven international patents. The new grid is designed to ensure maximum strength and increased safety once the main tees and cross tees are assembled. When necessary, removal is straightforward as the LG24 grid is easy to demount thanks to an exclusive anti-torsion lock system on the vertical side of the grid.

The LG24 grid, available in a 24mm system and capped with pre-painted galvanised steel, is manufactured from a new patented material with unrivalled strength and innovative mechanical properties, coupled with high resistance.

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OWA responds to fire safety calls

German ceilings manufacturer OWA has used its fire safety expertise, which has helped to define standards in a country where fire resistance requirements are among the most stringent in Europe, to support UK clients with navigating through the considerations essential to the protection of building occupants and building fabric following the fire at Grenfell Tower.

OWA acoustic ceilings perform exceptionally well in fire situations. Consisting of mineral wool made from silica (sand) and limestone, mixed with clay, their natural fire resistance means 60 minutes of fire protection are achieved by the main OWA acoustic ceilings, which also now carry branding that clearly describes the application of each system; for example, Corridor Pro, Steel Pro, Timber Pro and Mezz Pro.

The ceiling manufacturer's response to fire safety calls goes further with initiatives that not only help to ensure best practice but also assist in clarifying grey areas in the responsibility for fire safety. OWA has introduced the OWA UK Approved Contractor Scheme for the installation of fire resistant ceiling systems and created a Technical CPD 'Fire and Suspended Ceilings' seminar.

www.owa-ceilings.com

Lorient introduces integrated flush bolt and drop seal

Door assembly sealing system manufacturer Lorient has launched its first fully integrated system of drop seal with flush bolt.

The new LAS9010 is a slimline flush bolt that seamlessly integrates with Lorient's most popular drop seal, LAS8001 si. The flush bolt secures the inactive leaf in a pair of doors to act as a security device. Activated by a discreet Lorient branded lever, the bolt drops into a sleek keep in the floor and has been designed for use with Lorient's rebated high-performance drop seal. Together, they provide a system that combines security with acoustic, smoke and energy containment at the bottom of the door.

UK designed and manufactured, the flush bolt can be cut to size and teamed with any length of LAS8001 si drop seal. It maintains acoustic performance of the drop seal (Rw 41dB), is fire tested to BS 476-22: 1987 in FD30 and FD60 doors, and is classified to BS EN 12051: 2000.



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Knauf specified for new St Andrews spa

A Knauf ceiling system has been specified for an £8 million extension to the Old Course Hotel in St Andrews, which was recently voted Scotland's best wedding venue.

The hotel's new Kohler Waters Spa features 13 treatment rooms, various pools and a steam room, and the Knauf Aquapanel Indoor Ceiling System was the perfect solution for the leisure centre, an environment in which ceilings are exposed to large amounts of moisture, chlorine and salt. All system components are engineered and tested to withstand the most challenging wet conditions.

Lightweight Knauf Aquapanel SkyLite 8mm cement boards are made from water-resistant and inorganic materials to prevent mildew forming and spreading. And the suspended ceiling structure features metal components coated to achieve a C3 class for corrosion resistance, providing protection against high humidity and chemicals.

Knauf worked in partnership with interior systems specialist distributor Nevill Long to supply the materials for the 2,300sq m extension, which was completed earlier this year.

www.knauf.co.uk



Armstrong helps Hackney to award-winning heights

Customised wall panels by Armstrong Ceiling Solutions have proved a key feature in the refurbishment of the Grade II listed Hackney Town Hall, which won a 2018 RIBA Award (London Part 2).

The folded bronze anodised aluminium panels were selected by regular Armstrong specifiers Hawkins\Brown architects for the end walls of two underused interior service courtyards that have been transformed into full-height multi-functional atria as part of the redevelopment.

The bespoke wall panels were custom perforated by laser into a pattern that mimics the original walls behind, including aged brickwork, Crittall windows and drain pipes. They serve to conceal new ducts linked to the smoke ventilation system and feature an acoustic fleece behind the panels to absorb sound.

Some 110m² of the 1.5mm WH-1000 2m x 1m panels were installed by specialist Omega subcontractor and FIS member Roskel Contracts onto a lightweight steel framing system on the walls at the eastern ends of the north and south atria, complemented by anodised trough boxes containing continuous strips of LED lights.

www.armstrongceilings.co.uk

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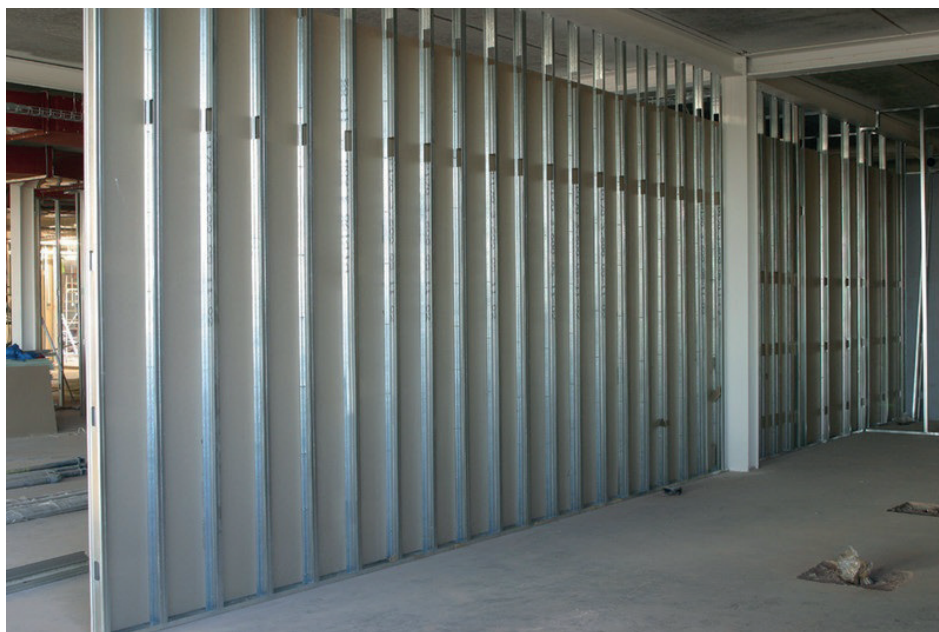
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Performance certification, warranty and compliance statements

In this article, FIS technical director **Joe Cilia** looks at the type of questions being asked of FIS with regard to providing greater levels of evidence that the systems they are installing, or have installed, are 'compliant'. But what does that mean, and where are the risks?



The question about evidence of compliance often arises at the end of the project, which can prove challenging if this question has not been addressed at an earlier stage by several project stakeholders.

What makes a system compliant?

A 'compliant system' is usually one that, when installed, meets all the specified performance requirements of the project, for example robustness, structural, fire, acoustic, environmental, thermal, etc. These can typically be demonstrated by the manufacturers and distributors (system owner) providing the appropriate supporting documentation to substantiate the necessary performance attributes.

Some system owners also provide warranties – in effect, insurance – that their products, when installed in accordance with their instructions, will perform as specified in their literature. This all seems straightforward, but there are risks.

Read on for four common issues.

1. Misinterpretation/ misunderstanding of supporting documentation

We have seen some evidence of lack of understanding of documentation content and which documents to ask for or are valid/relevant. Our recommendation is to ensure that guidance and the supporting relevant documentation from the system owner has been obtained, and then, using this, seek approval from the relevant project authority, i.e. architect, fire/acoustic/ structural engineer, building performance assessor or building control.

2. Mix and match/using third party products

It's easy to assume that some products are generic and interchangeable between manufacturers, or that a third party solution can be introduced into a system without impacting on the system performance or the system owner's warranty. This is not the case! If we were to compare this to any other industry, it would be obvious that swapping out a component from

another manufacturer would impact warranties. A good example is how replacing a gearbox in a car with one from an alternative car manufacturer would clearly invalidate your warranty. Or even something as simple as having it serviced by a non-approved garage could do the same.

3. Installation

Installing the system strictly in accordance with the system owner's guidance is essential, yet sometimes overlooked. The key is that the evidence to prove the performance of the system is based on the testing and assessments carried out by the system owner. This, therefore, should not only be reflected in the system owner's installation guidance but also replicated in the on-site installation.

Alex Double of FIS Associate Member ADDC regularly witnesses substitutions of drywall materials, accessories and installation methodologies with drywall installation by subcontractors who may not fully understand the implications of their actions. This could be from using alternative manufacturers' drywall screws through to the mixing of various board manufacturers and metal framework. Any one of these changes and substitutions can negate the manufacturer's system warranty. To maintain the manufacturer's warranty for their 'systems', it is imperative that their conditions of installation and system components are met. This would require using ALL of the compliant components in accordance with the fire, acoustic, thermal testing, etc.

4. Design liability

An individual product or system should be fit for purpose within the context of the design of a building and its intended final use. Therefore, even if the system's information is compliant, the system is installed as per the system owner's guidance and meets the specified performances, if you have not followed the original specification/ guidance issued, or sought the relevant approvals to deviate from the original specifications from the relevant party (i.e. architect, fire/acoustic engineer, main contractor or client), the design liability will effectively sit with you.

So, how detailed should you consider a system in the procurement and installation process to ensure you are compliant?

Let's take drylining, which is made up of key components including metal stud, lining boards, insulation, fixings, adhesives, and jointing and

finishing components. To comply with the system owner's warranty requirements, you may need to source all materials from the same supplier, not just from the same brand. It's important to check with the system owner. And as a rule, ensure you use a jointing compound or plaster approved by the system's owner and installed to their instructions to meet their performance requirements.

Drywall system warranties

Drywall building systems from the UK and Ireland's plasterboard manufacturers have an unparalleled record for safety and reliability, thanks to an ongoing multi-million-pound investment in product development and system performance testing.

Robert Osborne, secretary of the Gypsum Products Development Association (GPDA), said: "It is this continuous testing that enables our member manufacturers – British Gypsum, Gyproc Ireland, Knauf and Siniat – to offer comprehensive warranties for correctly installed drywall systems. If you wish to use their test data to substantiate the system performance, you need to use their components and follow their guidance."

GPDA members provide contractors, installers and end users with the confidence that every performance aspect of the specific

system being installed has been tested and is guaranteed to perform to specification.

Andrew Orriss, from SIG, said: "Speedline invests considerable sums of money in testing and certification of its systems to ensure the design performance can be met 'as-built'. In addition, the company invests in resources that can provide on-site support when unexpected occurrences arise, such as changes in detailing during the course of the build."

The big question: how do you demonstrate compliance? In addition to following the guidance in this article, FIS recommends it is essential that all parties keep clear, accurate and secure records of materials ordered, delivery notes, detailed photos of the installation in progress, sign-off, instructions and advice given by the system owner, documentation received from the contractor or architect, any Request for Information (RFIs) raised, and the responses received. The Product, Process, People (PPP) initiative discussed in July's Technical article explains this and the reasons behind it in more detail.

FIND OUT MORE

JOE CILIA

FIS technical director

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FIS and Knauf partner on office acoustics

FIS technical director Joe Cilia is delivering an Acoustic CPD seminar at Knauf's Clerkenwell showroom on 26 September.

The seminar will promote best practice in the design and installation of acoustic solutions in offices. Topics under consideration include the physical principles of sound, how acoustic products are tested, the requirements for effective zoning to improve acoustic performance, and how flanking sound can greatly affect sound performance of a partition.

The CPD session is free to attend but places are limited.

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www.knauf-clerkenwell.co.uk/whats-on



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OWA

Regaining control of costs

Cost and time overruns are familiar to many in the construction industry, and it's not uncommon for contractors to have a less-than-perfect view of how their contracts are performing against an estimate. Whether bidding for or managing contracts, keeping firm control of costs is an absolute priority as one slip can make a significant difference. **Adrian JG Marsh** met the creators behind a new cloud-based management tool that could make the difference between profit and loss.

"Surely there's got to be a better way of doing this," said Stuart Friend, when he was a fresh, young contracts manager at SCS, the Wakefield-based £20 million family-owned contractor, and grappling with making the numbers stack up and turn in a profit on contracts he was responsible for. Lose control and the losses can climb and impact on the future of any business.

Back in 2014, Stuart thought that in a world where subcontractors' margins were continually under pressure, having a true picture of how a contract is performing would be a huge benefit.

He explained: "Many businesses have developed their own way of working using spreadsheets and different software. But, back then, there was nothing on the market that pulled it all together."

So Stuart set about creating his own, outside of the SCS family

business. He teamed up with a group of developers who had construction experience and, four years on, they have created Chalkstring, a cost-control software product that gives subcontractors a tool to improve margins, bid more accurately and manage more contracts with the same resources.

Darren Friend, operations director at SCS, saw the benefits of the new software and readily helped to trial the evolving system on a series of contracts. He said: "To move away from old ways of working took some convincing. But we've started to see the benefits as more contracts are estimated and then managed using Chalkstring.

"We're now able to monitor and manage individual contracts more effectively, and we've seen waste decline by ordering materials more efficiently. For example, we now know with more accuracy how many boards we need for each

type of contract, whether it's a school or an apartment block.

"Once on-site, the software gives us the ability to see reports on the exact financial position of each contract. It also shows progress and committed costs where invoices for materials and subcontract labour have not yet been received," he added.

Stuart, who is product director at Chalkstring, outlined the software's capability as a management tool. He said: "Once you've decided what to tender, you can very quickly create a cost plan and easily analyse the likely impact of using different materials and changing margins on different elements. This helps you to decide quickly and accurately how to price a tender and win a job if you want it.

"When a job is won, you can then make an informed decision about how to set up a contract, such as whether to go either multi-supplier or single supplier and see what the impact on predicted margin and progress will be. Directors and managers can then interrogate actual, accrued and projected costs and revenues to see the costs-to-complete for each package and monitor predicted margins. This allows contract teams to easily identify packages or areas that are overrunning on estimates made at tender stage."

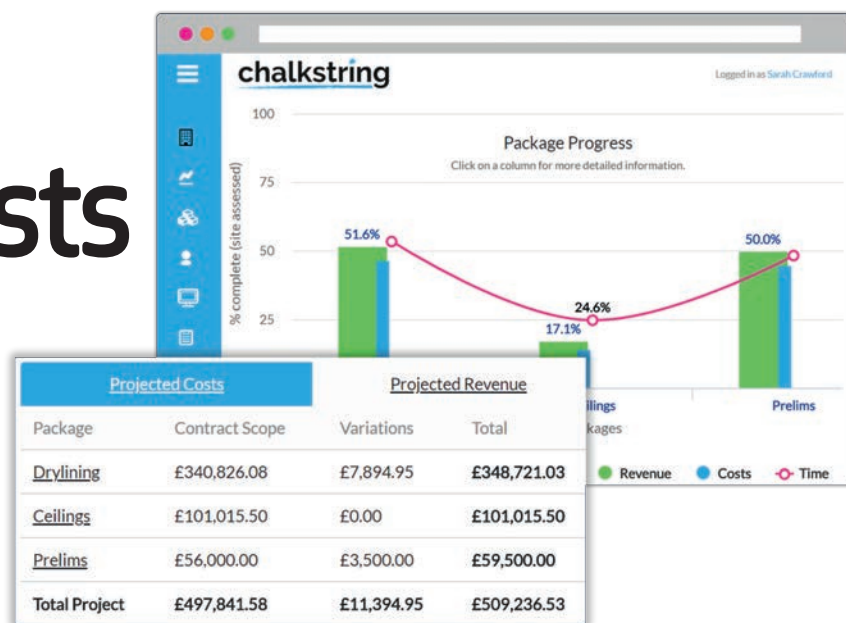
Elphick Bros Plastering, in

Eastbourne, handles contracts up to £1 million and is using Chalkstring to help the company to grow. Director Kevin Elphick said: "We wanted to increase our capacity to tender and manage contracts more carefully so that we have a tighter handle on costs. Initially, we ran tenders in parallel to ensure that Chalkstring did what it said and it's definitely faster than hand-balling estimates.

"We were at saturation point with our tender capacity, about 30 a month. Now we can do more, and tinker with bids to take account of different materials, different labour rates or different locations. It's given us an ability to give more options to potential clients."

Stuart emphasises that the software offers a new way to handle manual, time-consuming and repetitive tasks, such as value engineering, procurement, and processing payment and labour applications. It is also making it easier to price and manage variations by ensuring they are included in valuations, applications and reports, something that is often missed on-site and can impact on profit margin.

Time will tell whether Chalkstring will follow Sage and become a must-have tool, but the indications are that it's a step towards taking greater control of costs.



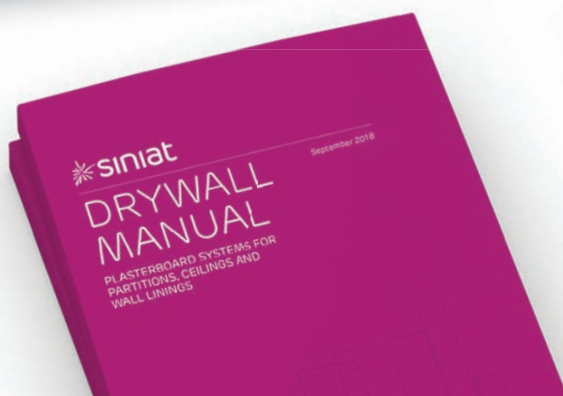


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How to protect employees working at height

Working at height is the UK's biggest cause of workplace deaths – this is what you need to know.

The first rule of working at height on construction sites: don't. Wherever possible, you should avoid any situation that involves working above ground level.

Unfortunately, in all but a tiny minority of construction projects, working at height is unavoidable. So, the second rule: do as much as you can from the ground. Which leads to the third: prioritise safety when working above ground.

Prevent and minimise

The Health & Safety Executive (HSE) suggests that principal contractors implement a 'prevent and minimise' strategy to keep operatives safe on-site. Prevention fulfils our first and second rules by forcing contractors to assess proposed activities, and to identify ways to complete work from the ground. This will always be preferable and working from the ground should be explored and implemented wherever possible.

In practice, this could mean installing cables at ground level, lowering fixtures so they can be maintained on the ground, or completing pre-assembly work to be fitted above ground later. You should also consider using extendable tools, and extension poles, to avoid the need to use ladders and scaffolding. Anything you can do to *prevent* the need for working at height should be considered thoroughly.

Once ground-level work has been completed, it is essential to *minimise* – both the need to work at height and the risk of falling. There are a number of strategies to assist.

First, always try to use existing safe structures to work from. This could be a solid roof with a perimeter guardrail, for instance.

Otherwise, you must deploy appropriate access equipment – such as scaffolds with integrated guards – to provide similar protection. Other provisions you could consider using include tower scaffolds and scissor lifts, both of which are excellent options for preventing falls.

For 'low' heights, a ladder may be acceptable. You must ensure that the correct ladder is used for the task, and that operatives are fully briefed on how to use it safely. Consider using spotters to ensure the ladder is being used correctly, and to provide an extra pair of eyes to identify risks while work takes place.

And if someone does fall...?

No matter how good your edge protection systems, there is always a risk that someone could still fall, and this is why working at height is the UK's biggest cause of workplace deaths. Because there is always that risk, you must implement secondary protection systems to prevent injury or death.

Safety harnesses provide a useful backup, keeping operatives tethered to the building. A high anchor point in conjunction with a fall arrest system can dramatically reduce the risk of dropping to the ground.

You should also consider installing safety nets below work areas, helping to 'arrest' – or stop – falls. Where appropriate, these safety nets could be substituted for air bags and soft-landing systems at ground level. For example, air bags are often used in housebuilding as additional safety protection for operatives working at first-floor joist level.

Be competent and get help

Accidents when working at



height remain a serious risk to UK workers. In fact, according to the most recent statistics published by the HSE, falls from a height caused the most workplace deaths – 35 – over the last year.

Because of these very real risks, it is essential that you address the challenges of working at height correctly. As you carry out risk assessments, use the 'prevent and minimise' strategy to ensure that your work plans are as safe as possible.

Competency is very important.

You should make sure that people with sufficient skills, knowledge and experience are employed to perform the 'at-height' task, or, if they are being trained, that they work under the supervision of somebody competent to do it.

If you run into problems with your risk assessments, or would like expert advice about working at height, please get in touch.

FIND OUT MORE

www.veritas-consulting.co.uk

The National Infrastructure Assessment

Simon Lewis, a partner in the Construction and Engineering team at Womble Bond Dickinson, looks closely at the recently published and first-of-its-kind National Infrastructure Assessment.

In July, the National Infrastructure Commission (NIC) published the National Infrastructure Assessment (NIA). The purpose of the NIA, the first of its kind, is to look across infrastructure sectors and reach an independent set of conclusions based on the best available evidence about how to fashion a clear, long-term strategy for the UK's economic infrastructure from 2020 to 2050.

The NIC has been set up because, as stated bluntly in the NIA itself, there was a need to address the lack of a long-term infrastructure strategy, siloed decision-making in infrastructure sectors, fragile political consensus and short termism. This reflects problems with the development of the national infrastructure which have been ongoing for decades. Much of the country's infrastructure has not kept pace with population growth, demand and advances in technology. As the NIA neatly summarises it, "The UK must stop running to stand still".

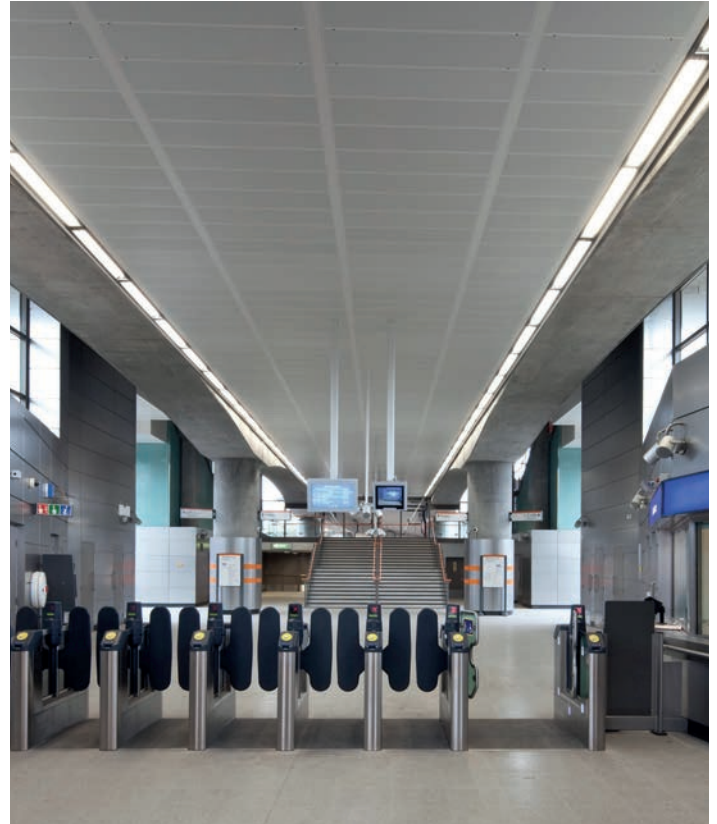
The NIA focuses on seven priority areas over the next 30 years and sets out recommendations for how identified needs should be met. These priority areas are as follows:

Building a digital society. The government should put in place a "national broadband plan" by the end of this year with the aim of providing nationwide "full fibre" connectivity by 2033. Full fibre will need to be subsidised in rural locations where the private sector is unlikely to deliver what is required.

Low cost, low carbon. Government should not agree to support any more than one nuclear power station beyond Hinkley Point C before 2025. The priority should be renewable energy prioritised as a safer investment with cost reliability.

Revolutionising road transport. There should be stronger government support for electric and driverless vehicles including a "core network of fast or rapid chargers to be installed in visible locations across the UK". Again, the government should subsidise charging points where the private sector is less likely to build them in rural locations.

Transport and housing for thriving city regions. The priority after schemes such as HS2 and Northern Powerhouse must be integration of the urban transport network within cities and urban areas to develop "integrated strategies for transport, employment and housing".



Reducing the risks of drought and flooding. A long-term strategy for flood protection is required prioritising the targeting of a higher level of resilience in the water system. National standards should be set for resilience to flooding with an annual likelihood of 0.5 per cent by 2050 where feasible.

Choosing and designing infrastructure. A new infrastructure design group will be established by the NIC to set principles for design and drive up quality of infrastructure design as a whole.

Funding and financing. Financing is considered both within and outside the EU funding but the main recommendation is maintaining access to the European Investment Bank. This may not, of course, be possible after Brexit. The compulsory purchase regime should be strengthened and consideration should be given to reforming how road use is paid for.

What are the implications for construction? Any infrastructure project will involve a very significant input from the construction sector, though there are obviously also political, social and funding issues that are central to the NIA recommendations. For example, arriving at a low-cost, low-carbon economy will involve improving the energy efficiency of the UK's buildings, and to develop thriving cities, metro mayors and other city leaders should pursue integrated strategies for transport, employment and housing. Infrastructure and housing should be planned together, given that new housing requires new infrastructure.

The NIA rightly concludes that infrastructure delivery depends on the availability of the right skills, the right approach to construction and project management, the depth of the supply base, and the capability of government and other infrastructure owners and operators to act as an intelligent client. The UK's exit from the EU will impact the UK's skills base and supply chain and there should be a strategic approach to manage this. A great deal of what will happen next in this area is going to depend on how the construction sector approaches this as much as it will depend on governmental and funding initiatives.

Sector Hot Topic: Relevant Events

Delay is common in construction projects and the source of many construction disputes. **Helen Coxon**, a chartered legal executive with Womble Bond Dickinson, looks at the subject of claiming an extension of time under a JCT Contract.

Delay is where the expected completion date is missed or an incident occurs that postpones the planned start date without prolonging the completion date. It is an issue because it increases costs for both the employer and contractor, and potentially for anyone in the supply chain. The main causes of delay include contractor management and performance problems, changes to the scope or the design of the works, materials being delayed, or employer interference.

If a delay arises which is not caused by the contractor, the contractor is entitled to claim an extension of time (EoT) as a Relevant Event under a JCT Contract. Under a JCT Design and Build Contract, we often see the following Relevant Events amended or deleted by employers to limit the contractor's entitlement to claim an EoT:

1. Exceptionally adverse weather conditions
2. An amendment to a statutory power after the Base Date by the UK government or any local/public authority which directly affects the works
3. Delay in respect of permissions or approvals of any statutory body

An employer will often amend point 2 so that the contractor is not entitled to claim an EoT if the change to the statutory power was reasonably

foreseeable. This could have a significant impact in light of the Grenfell disaster as any change to Building Regulations following the Base Date could be deemed to be foreseeable and the contractor, and any subcontractors, may not be entitled to an EoT in this scenario.

Ordinarily, a subcontract will mirror the terms of the main building contract or contain a deemed awareness provision so that any employer amendments or deletions will be passed down to the supply chain.

Important tips

- Review the main building contract – have any amendments been made which could limit your ability to claim an EoT?
- Review the contract mechanism for notifying any delays
- Ensure you have a good record-keeping system – this will assist should a delay claim be issued

FIS members requiring assistance with this topic can contact Philippa Jones through the FIS Legal Helpline.

FIND OUT MORE

helen.coxon@wbd-uk.com

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 - Meet the team

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Construction's role models to engage next generation



UK Construction Week role model Christian Hatherall-Good (right) with FIS sector skills engagement manager Amanda Scott (left) presenting the #iBuiltThis2017 14-18 winner's certificate to Brooklands College student Emily Ash (centre).

Shining a light on our industry's inspirational role models to encourage young people into construction as a career is at the heart of a new campaign. **Helen Yeulet**, skills delivery director for FIS, talks about the importance of campaigns such as this from UK Construction Week and highlights some of the great work of Christian Hatherall-Good – FIS's successful nominee.

FIS is working in collaboration with UK Construction Week on its role model campaign to identify those unsung heroes within the industry who have a passion for what they do and provide inspiration to others through their work. The idea of the campaign is to elevate the nationwide profile of these industry role models and, in doing so, help recruit a new generation of construction professionals.

Christian Hatherall-Good, who is head of construction at Brooklands College in Surrey,

was one of FIS's role model nominees – and he has successfully gone on to be named among 40 role models, selected from across the industry to cover a diverse representation of the sector, who will take part in an outreach programme with colleges and schools. They'll talk to students at key stages of their education, explaining what inspired them to choose construction as a career and bust any myths around the image of construction.

FIS met Christian through its

#iBuiltThis2017 competition when his student, Emily Ash, won the 14-18 age category contest with her submission of 'wall and cavity synoptic testing'. Working closely with Christian since then, it has become clear just how much he does to encourage and support young people with aspirations to work in construction.

Bringing in new talent

The skills and recruitment challenges facing the construction sector are well documented, and shining a light on inspirational individuals within it is much welcomed. Of the current UK construction workforce, 32 per cent are over the age of 50 with a further 58 per cent aged 25 to 49. Only 10 per cent are under 25. The industry needs to attract, train and retain a more skilled workforce to replace those leaving and encourage the 30 to 40 per cent who complete a construction course but then don't enter the industry to stay. It needs to collaborate to change the current perceptions of construction and educate young people about the breadth of interesting careers available.

UK Construction Week's role model campaign

will help address some of these challenges by giving role models extra exposure and the platform to promote the industry's image, inspiring the next generation of professionals to consider a career in construction.

Christian Hatherall-Good is certainly someone who is doing this. He started his career as an apprentice, learning his skills and knowledge at Swindon College. Five years after leaving college and gaining site experience on high-end commercial buildings, he started his own brickwork company.

For the last six years, Christian has taught NVQ Level 2–Level 3 Brickwork at Brooklands College – his classes are always popular and at full capacity. To date, Christian has helped over 180 young people become talented bricklayers by practising the trade and getting qualified.

Christian said: "I'm honoured to have been nominated by FIS and chosen to be a UK Construction Week role model. This is a great opportunity to promote a career in construction to the next generation, those soon to be leaving or have just left school."

Reaching out to the industry

If running the brickwork department at a college wasn't enough, Christian has over

1,600 followers on Twitter (@trowel63), which reaches out to the industry, young people, parents and employers alike. He has brought in direct sponsorship for his department and to the benefit of his students from many national companies. In return, he hosts regular CPD industry relevant sessions for the companies' representatives, ensuring their skills are the best they can be.

Christian has won many industry accolades and awards over the years including being named as one of six highly commended tutors in the WorldSkills UK 'Local Hero' Awards 2017 and making the final 10 for The Pearson Outstanding FE Tutor of the Year in 2016. But he is most proud of winning the Brooklands College Tutor of the Year 2014, as voted for by the students.

He dedicates a large part of his non-teaching time to helping his students to speak confidently in public at apprenticeship conferences. He truly represents what an industry role model should be.

As an industry role model, Christian will speak at UK Construction Week, take part in their student initiative and write for the Construction Matters blog. He will also be present at the FIS #iBuiltThis2018 awards on 9 October.



Christian was nominated for his great work supporting young people with aspirations to work in construction.

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New wall system for L&Q

Housing association giant L&Q is transforming the former Erith Baths site into a contemporary affordable housing complex. The project is the first to adopt a Secured by Design wall system aimed at raising standards of security and delivering on rigorous fire and acoustic Building Regulations. **Adrian JG Marsh** reports.



"We want our customers to feel safe and comfortable within the homes that we provide for them, so we ensure that all of our schemes are Secured by Design (SBD) compliant," said David Martin, senior site manager at L&Q.

L&Q housing association is developing 73 new homes – 12 houses and 61 apartments – on the site of the former Erith Swimming Baths, overlooking the River Thames. The site will provide a mixture of one-, two- and three-bedroom apartments and mews houses; the houses are brick and block, and the apartment block is a reinforced concrete (RC) frame with Metsec infill and traditional brick on the outside.

"We tend to let trade packages on a separate basis," Mr Martin explained. "But on this project, we've done a Through the Wall Solution on the frame, so that SD Plastering (SDP) is taking care of all the SFS and drylining for walls and ceilings in a £1.2 million contract. We feel that a Through the Wall Solution is a better route for us as there are no issues with warranties and remedial work. There is also

a clear line of responsibility for the works between communal areas and flats, from flat to flat and making exterior walls ready for brickwork and window installation."

Mark Dixon, from SDP, said: "The problem we've had over the last few years is the complete inconsistency with how we achieve an SBD standard on-site. We've used lots of different methods, such as introducing ply and other materials, but it gives us all manner of problems when it comes to detailing. As such, after approaching Secured by Design about this industry-wide problem, we then had meetings with British Gypsum (L&Q's preferred supplier) to discuss exactly what was needed. A fully SBD supported solution was developed following this discussion."

British Gypsum reviewed what could be modified into an SBD-accredited system. After selecting GypWall Quiet, a twin frame high performance acoustic wall system, British Gypsum included an inner layer of its Gyproc Habito plasterboard instead of the Gyproc SoundBloc plasterboard traditionally used. Featuring an engineered core, Gyproc Habito provides enhanced levels of strength, durability and fixability, resulting in walls that are able to support fixtures and fittings such as televisions or cupboards.

Incorporating Gyproc Habito enabled GypWall Quiet to be the first lightweight partition system available on the market to fulfil the SBD attack requirement, after passing the STS 202 BR1 test, as well as meeting both fire and acoustic regulations required by Approved Documents B and E for

residential separating walls.

Mr Martin, from L&Q, concluded: "On the Erith Baths project, we decided to incorporate British Gypsum's new GypWall Quiet system to give a robust fire and acoustic system that not only fulfils the array of regulations, but also provides our tenants with the level of security and assurance they require."

"When we decided to pilot the system, British Gypsum worked closely with the team at L&Q, the architect and acoustician on the project to educate them about the system and provide the necessary details. This new system is very clean and simple."

Mr Dixon added: "For the first time, we have managed to get a system on-site that has the consistency, certification and everything we require to make sure it meets the SBD standard."

"The new approved GypWall Quiet system is not only easy to install, but also means we are now dealing with fewer materials on-site than we did previously, which provides huge benefits for logistics and reduced waste."



PROJECT TEAM:

Developer: L&Q housing association

Main Contractor: L&Q

Architect: Fraser Brown Mackenna

Drylining and SFS: SD Plastering (SDP)

Distributor: Minster



FIS expands its skills expertise

With 'Skills Development' one of the three key strategic objectives of FIS, the association has committed to funding a Skills team for a limited period to demonstrate to CITB its capability to deliver the needs of the sector. The FIS Skills team is now in place and bringing the sector together through its Fit-Out Futures programme.

Under the leadership of Helen Yeulet, skills delivery director, FIS has successfully brought in £1.5 million in funding from the CITB over the next three years to enable the delivery of large numbers of skilled tradespeople through Fit-Out Futures, the flagship project designed to bring in 1,500 new entrants into the sector by 2020.

Within the FIS Skills team, project manager Paul Glover has overall responsibility for the delivery of Fit-Out Futures, supported by Marie Flinter and Greg Greves. As project officer, Marie works on the BuildBack programme taking responsibility for the logistical management

and nationwide rollout. Greg, in his role as project coordinator, provides support to the team and works on the Xsite Programme, which engages students to be the next generation of construction employees.

The Sector Engagement aspect of Fit-Out Futures focuses on getting a fully carded workforce by 2020 by liaising with industry and students. To drive engagement and an understanding of the career opportunities, the FIS Marketing team has been expanded with Yasmin Kauser as marketing manager and Oscar Venus as social media and content executive.

FIS

Skills

Amanda Scott, sector skills engagement manager, develops strategic sector relationships in the areas of skills and training needs, while also looking after standalone projects with FIS members and the sector to deliver on the skills agenda.

With the expanded Skills team in position, Helen Yeulet focuses on building industry relationships and partnerships that deliver programmes for the sector to ensure its future sustainability.

FIND OUT MORE
skills@thefis.org

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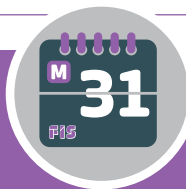
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Calendar of events



FIS Scottish Awards Lunch 2018

Trades Hall of Glasgow
28 September 2018

UK Construction Week

NEC, Birmingham
9-11 October 2018

FIS Conference 2018

Worsley Park Marriott Hotel
and Country Club, Manchester
1 November 2018

Welcome to new FIS members

CE Solutions

www.cesolutions.co.uk

Specialists in the manufacture, installation, repair and servicing of all aspects of movable walls, and in the provision of preventative maintenance and servicing contracts.

DVM Global

www.weare-dvm.com

Providers of a wide range of innovative and effective coatings for both interior and exterior construction.

FIS seeks nominations to its Board

FIS is looking for contractor and supplier members to join its Board.

Those interested in standing for election to the FIS Board can request details by emailing info@thefis.org. Nominations must be received by 21 September 2018.

As an FIS Board member, you have the opportunity to influence the direction of the Association and share your knowledge and experience of the fit-out sector. The Board's focus is on strategic issues and ensuring the delivery of agreed targets.

Election results will be announced at the FIS AGM on 1 November 2018.

FIND OUT MORE

www.thefis.org / info@thefis.org



Design & Visual Concepts completes GRG work for Manchester Arndale

GRG manufacturer and installer Design & Visual Concepts has completed a five-week project at Manchester Arndale.

The scope of works covered manufacturing Glass Reinforced Gypsum (GRG) ceiling mouldings for a bespoke curved faceted atrium bulkhead, installed on

the perimeter of an auditorium in the shopping mall.

Design & Visual Concepts created 18 individual moulds to complete the intricate design.

FIND OUT MORE

www.designandvisual.com

QIC Trims rises from the ashes



Following a fire at its Buckinghamshire factory in April this year, QIC Trims is now up and running with its new facility, which opened last month.

QIC Trims supplies aluminium trims and associated products for the interior fit-out sector, and the fire caused a major business setback, specifically to the paint line and oven. Thankfully, the fire caused no physical injuries.

Focusing on meeting customer demand with minimal delay, QIC Trims worked quickly and efficiently to implement a solution. The manufacturer also seized the opportunity presented by the unfortunate occurrence to begin working with powder-coating enterprise Gema to build a new and improved paint line that would not only cover existing demand but also meet the requirements of the growing market. A new oven was sourced from bespoke industrial oven specialist Havilland.

QIC Trims is holding an open day at its new facility on Thursday 4 October.

FIND OUT MORE

www.qic-trims.com



Management buyout at Paramount Interiors

Workplace design, fit-out and furniture specialist Paramount Interiors has announced that the business has been acquired by its management team in a deal orchestrated by lead advisors Verde Corporate Finance and Greenaway Scott. The transaction was backed with funding from ABN AMRO Commercial Finance and also follow-in investment from GS Ventures.

Managing director Richard Jones led the management team on the buyout, having been appointed as MD at the end of 2017 with a vision of ensuring Paramount Interiors fulfils its potential by continuing to achieve year on year growth. Previous owner Nigel Roberts will remain involved as the non-executive chairman of Paramount Interiors.

The image above shows Capital Tower, Cardiff, where Paramount undertook a ground floor fit-out contract in 2017 which included a coffee shop, reception area and various meeting spaces.

FIND OUT MORE www.paramountinteriors.com

Measom acquires Simplicity Abutments

Measom has acquired Simplicity Abutments, a supplier, manufacturer and installer of high-quality, bespoke GRG.

After 50 years, Measom is returning to its roots through this acquisition, allowing a skill base once offered by the company's founder, Fred Measom, and his plasterers. Having focused efforts on drywall since the 1960s, Measom is thrilled to once again offer this service, now on a larger scale.

Andrew Measom, managing director of Measom, said: "This is a really exciting time; the acquisition will provide massive opportunities for both businesses. We are part of a group that wants to continue to grow by having businesses that allow us to increase and enhance the ability for clients to have an all-encompassing solutions and service provider."

Simplicity's specialism extends further than GRG and GRC to include prefabricated steelwork, goal posts and steels, and spray plaster. The acquisition was completed in July.

FIND OUT MORE www.measom.co.uk



Architextural wows at the BRIT Awards 2018

A range of innovative 3M materials provided by 3M's master distributor of window films, Architextural, part of the William Smith Group 1832, has helped to add the wow factor at this year's BRIT Awards.

Accomplished stage designer Misty Buckley asked 3M to help create the bespoke set for the biggest event in the British music industry's calendar. The resulting effect was a dramatic, origami-inspired stage backdrop standing 15 metres tall and 59 metres wide and comprising multiple folded and prism-shaped formations.

To create the set design, a steel frame was covered with a hard cladding of aluminium composite board and then wrapped in 3D-conformable 3M DI-NOC finishes and Mirror films, provided by Architextural.

FIND OUT MORE www.architextural.co.uk

New CSCS card offers support skills development

FIS has introduced two offers to help fit-out sector operatives upgrade to the Blue Skilled Worker CSCS card, an essential replacement for the expired CRO card which cannot be renewed.

For dryliners, FIS is offering a 20 per cent discount on the full price of upgrading a CRO card in the drylining trade to a Blue Skilled Worker CSCS card. The cost of £995 plus VAT includes registration, paperwork, on-site assessment and NVQ Level 2 completion, which will enable operatives to become qualified in drylining and acquire a Blue Skilled Worker CSCS card, valid for five years.

The second offer is a fast-track route for experienced drylining finishers to upgrade from their current CRO card to a Blue Skilled Worker CSCS card in two days for £300 plus VAT. Operatives will only spend one day away from site to gain their qualification and get the Blue Skilled Worker CSCS card.

FIND OUT MORE www.thefis.org/cscs or cscscards@thefis.org

FIS makes two appointments

FIS has appointed Chris Hobbs to the role of vetting manager and Oscar Venus as the new social media and content executive.

Chris (left) will assess the quality of a potential contractor member's work as part of FIS's membership criteria. This detailed vetting is carried out before a company can join FIS and then again, every three years, as part of an Ongoing Vetting Process (OGV). Chris has been involved in the sector for over 35 years.

Oscar has worked in social media for five years, creating original content for industries including retail, hospitality and music. Through social media campaigns, FIS can increase and retain membership, drive website visits to enable easy access to informative content and increase awareness of FIS's many initiatives.



FIND OUT MORE www.thefis.org



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